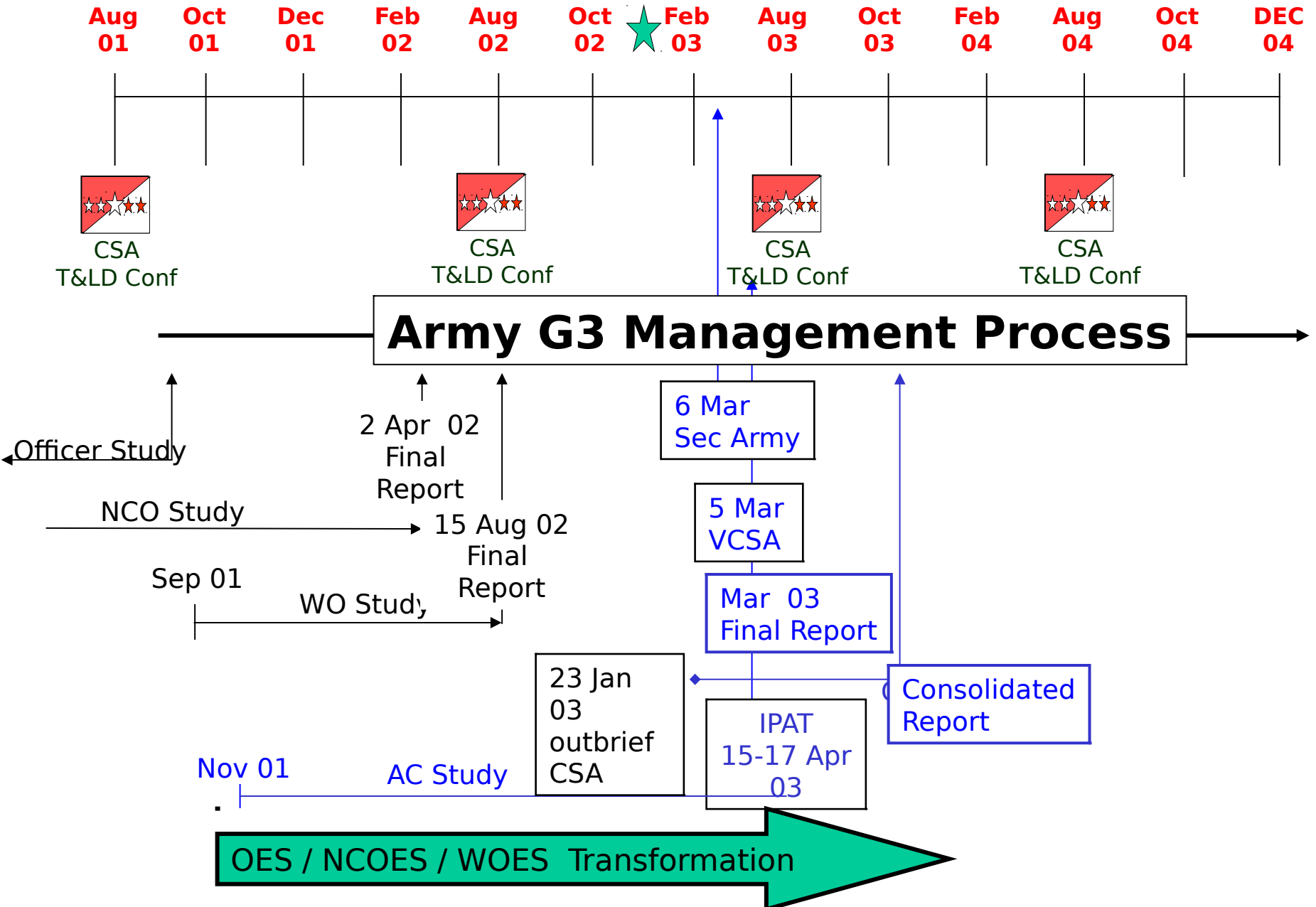


***The Army Training and
Leader Development Panel
Civilian Study***



***Strategic Recommendations
Outbrief***

ATLDP LONG RANGE PLAN





Civilians Supporting the Army

NAF - 29,089

Civil Works - 25,248

AF Military Function

US CITIZEN 196,957

FN Direct Hire 8,411

FN Indirect Hire 18,082

Total 223,450

Mission

The Army Training and Leader Development Panel (ATLDP) Phase IV will determine Army civilian training and leader development requirements to support the uniformed force in meeting the demands of full spectrum operations of the Objective Force for the 21st Century. Assess the current state of Army training and leader development of Army civilians against these requirements.

3 Countries
visited
35 Installations

Army-wide cross-section survey

Focus Groups

Interviews

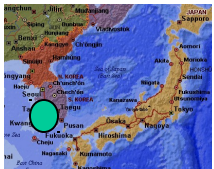
37,248

528 (2,832)

264

Total = 40,344

Surveys





A Look Across ATLDP (CIVILIAN) Data

- **Army civilians are committed to the Army**
 - **Army civilians want ...**
 - ◆ **Accountability for performance**
 - ◆ **Training and development opportunities**
- and...**
- **Army civilians desire good leadership**



No Shocking Revelations, but 5 New Constructs

- **Civilian Education System (CES)**
- **Army Civilian Corps --
*(Professionalism)***
- **Civilian Advisory Board**
- **Broader, Deeper Career Management
System**
- **Bands of Excellence**



No Well Developed and Executed, Integrated, Systemic Approach for Civilian Leader Development for The Army

- **Army Civilians unaware of Leader Development and Training opportunities**
- **Army Civilians frustrated by lack of advancement**
- **Supervisors are less effective in interpersonal skills than in technical or conceptual skills.**
- **Army not developing civilian leaders for**

What the Field told us ...

- **Leader training and development has a low priority.**
- **Current performance appraisal system is not working.**
- **Civilians desire greater accountability of supervisors and employees for job performance.**
- **Civilians would like supervisors to be accountable for sending people to training.**
- **Civilians believe lack of funding and resources (money, personnel, time) interfere with training and self-development.**



Accountability

Recommendation: Make Army civilian training, education and leader development a high priority. (Direct IPAT to address)

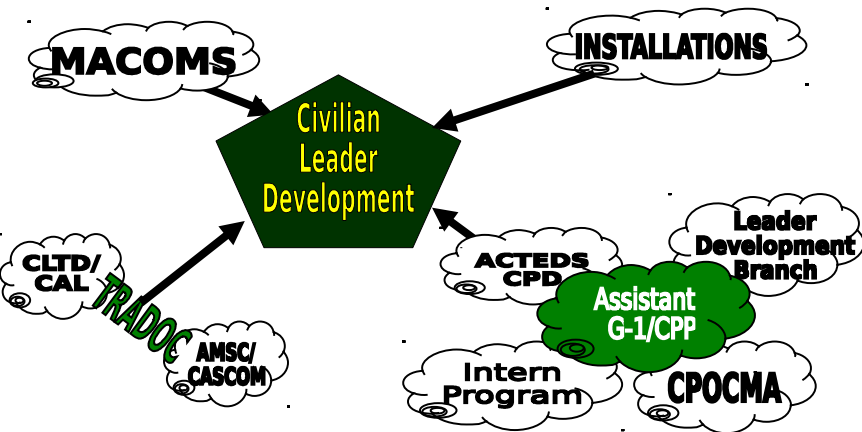


- Move proponency for civilian leader development from G1 to G3.
- Develop an Army wide system for organizations and individuals to forecast, plan, monitor, and track training experiences.
- Provide and protect resources for developing, training, and sustaining all levels of Army civilians.

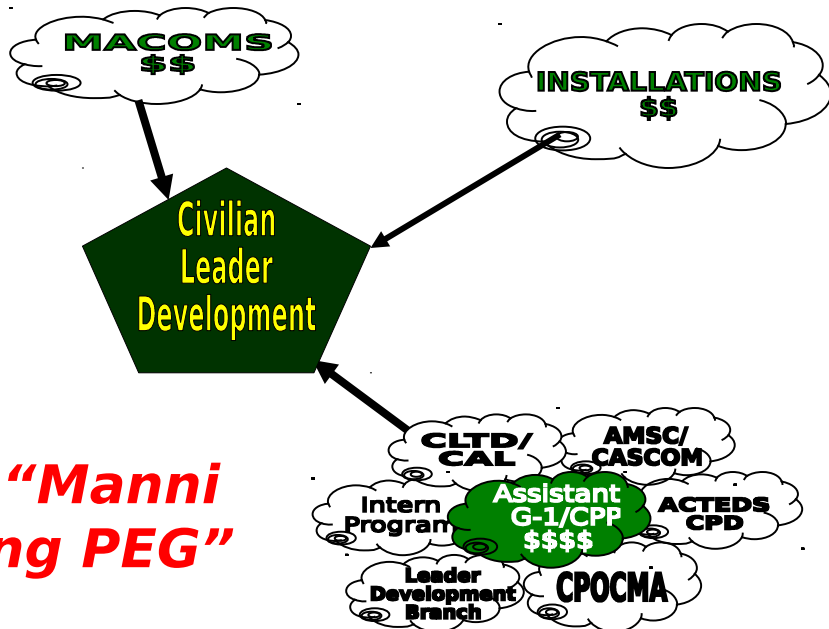
Present



The Way It Is ...



Functional Driven



Resource Driven

The Way Ahead ...



**G-1
Civilian
Personnel
Policy**

**Performance
Management**

**Career
Management**

**Competitive
Professional
Development**

**Intern
Recruitment**



Fenced
Civilian
Training
Money



TRADOC
Executive Agent

Fenced
Civilian
Training
Money



Civilian Leader Development

**"Training
PEG"**

Recommendation: Ensure the Army has a civilian performance evaluation system which provides effective performance accountability, feedback, and professional development. (Direct IPAT to address)

Monitor compliance of organizations and leaders.

- **Provide ongoing, documented feedback, and metrics.**
- **Align individual developmental and performance objectives with Army values and goals.**



(Similar to previous 3 studies)

What the Field told us ...

- **Common core training courses are viewed as beneficial (over 80%).**
- **Current career guidelines = little effect on development.**
- **Civilians want greater emphasis on developmental activities.**
- **Need a centralized source for clear, mandatory career guidelines that are tied to promotions, as well as a tool to track development.**
- **Make training mandatory, structured,**



Recommendation: Create a Civilian Education System (CES) that incorporates a lifelong learning philosophy through a balance of training and education, operational assignments, self-development, and mentoring. (Direct IPAT to address) Define and develop doctrine for lifelong learning.



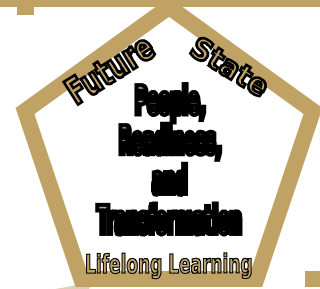
Recommendation: Merge the current civilian career programs and career fields to create a broad career management system for all Army civilians in support of readiness.

- Create a career management system for all Army civilians that includes both leader and technical tracks (Bands of Excellence).
- Redefine functional areas, technical and leader competencies that support readiness.

Present



Recommendation: Integrate civilian and military individual training, education and development where appropriate. (Direct IPAT to address)



- Broaden the targeted civilian education and training base.
- Integrate civilian and soldier education, training and development throughout all levels *“where possible”*.
- Increase access to training and development through a variety of sources while enforcing systemic accountability.

Present



What the Field told us ...

- **Interpersonal skills are viewed as the most important of the leadership competencies.**
- **Civilian leaders are perceived as ineffective in this critical dimension**



Interpersonal Skills

Recommendation: Make interpersonal skills development a priority. (Direct IPAT to address)



- **Make interpersonal skills a selection criterion for leadership positions.**
- **Make interpersonal skills a dimension of performance evaluation for leaders.**
- **Increase coverage of interpersonal skills in leader training.**

Present



Army Culture

What the Field Told Us ...

- Training does not happen because of increased workload, lack of available time, and insufficient funds.
- Better mutual understanding between civilians and the military will be important in the future.
- Differences exist in satisfaction with trust and open communication.

Army practices are out of balance with the expectations of Army Civilians



Recommendation: Broaden The Army's commitment to its civilians.

(Direct IPAT to address)



- **Establish a Civilian Advisory Board.**
- **In recognition of completion of ATLDP Phase IV, CSA publish a statement regarding The Army Team.**
- **Create a climate that facilitates Army Transformation.**

Present

Culture

**U.S. ARMY
State**

Recommendation: Integrate and strengthen relationships within The Army. (Direct IPAT to address)



- Combine “selected” SES / GO Training Courses
- Provide “Greening” courses.
- Include civilian employee management as part of OES, NCOES, WOES.
- Publish an Army civilian handbook.
- Adopt an Army Civilian Creed.
- Periodically renew and reaffirm the oath of office for civilians.

Present



Recommendation: Adopt and incorporate into doctrine:

“The Army Civilian Corps is a professional cadre committed to serve the nation.

The Army Civilian Corps provides mission essential capability, stability, and continuity during war and peace in support of soldiers and families.”

(Direct IPAT to address)

Culture

U.S. ARMY

Strategic Communications Campaign Plan (Civilian Study)

➤ **Implementation of the ATLDP Civilian Panel results:**

- ⇒ Market the results of the panel's work and relate its importance to the Army:
 - ⇒ Brief key audiences
 - Senior Leader Notification via the Senior Army Leader's Page on AKO
 - Information to Members of Congress through OCLL
 - Internal/External news releases (ARNEWS and Greentop)
 - Website materials posted on ATLD section of Army.mil
 - SME interviews with internal/external media outlets
 - Command Information publications
- ⇒ Must measure the effectiveness and provide assessment back into the communications process

➤ **Highlight commonalities among the four studies**

➤ **CAC coordinating with TRADOC PAO, HQDA OCPA, OCLL and CSA's Stratcom cell to ensure full integration of all messages**



Management Action Plan

- **Implement Strategic Communications Campaign Plan (Civilian Study): ongoing**
- **Get CSA approval of IPAT recommendations:**
 - ❖ **Got Acting CSA approval**
 - ❖ **New CSA to be briefed**
- **Implement study recommendations:**
 - ❖ **Overall ATLDP lead: G-3**
 - ❖ **Action lead agents: G-1, G-3 and TRADOC**
 - ❖ **MACOM/ARSTAF assist**
- **Integrate approved recommendations into Leader**